ANNEX B-1

OPERATIONS SECTION CHIEF

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1 This Annex is supplemented by appropriate procedures in Part 3, EOC Procedures Manual.
Figure B-1-1 EOC Operations Section
1.0 PURPOSE

The Operations Section Chief is a member of the General Staff and reports to the Director of Emergency Services (hereafter referred to as EOC Director). The Operations Section Chief oversees and coordinates the Operations Section Branch activities in support of the field response units; coordinates the Countywide deployment and allocation of resources; provides input to the EOC Director on incident strategies and priorities; assists in the preparation of the EOC Action Plan and directs its execution; and makes changes to the Action Plan when necessary, based on the incident needs.

2.0 STAFFING

The demands placed on the Operations Section Chief to manage multiple agencies in response to a disaster requires skills at managing crisis conditions. The nature of the emergency and the demands of the situation will dictate who performs the Operations Section Chief function. Accordingly, personnel assigned to fill this function may change within the duration of an incident as circumstances dictate, or at the direction of the EOC Director.

It is assumed that the Operations Section Chief function will be assigned to either Kern County Sheriff’s Office (KCSO) or the Kern County Fire Department (KCFD) staff. While this function may be reassigned as event circumstances unfold, the responsibility to immediately provide personnel for initial response to the EOC are as follows:

<table>
<thead>
<tr>
<th>Incident Type</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire</td>
<td>KCFD</td>
</tr>
<tr>
<td>Hazmat</td>
<td>KCFD</td>
</tr>
<tr>
<td>Weapons of Mass Destruction</td>
<td>KCSO</td>
</tr>
<tr>
<td>Flooding &amp; Evacuation</td>
<td>KCSO</td>
</tr>
<tr>
<td>Earthquake</td>
<td>KCFD</td>
</tr>
<tr>
<td>Health</td>
<td>KCFD</td>
</tr>
<tr>
<td>Civil Unrest</td>
<td>KCSO</td>
</tr>
<tr>
<td>Severe Weather</td>
<td>KCSO</td>
</tr>
</tbody>
</table>

When fully activated, the Operations Section may include one or all of the following Branches:

- Law Enforcement & Coroner
- Fire, Rescue & HazMat
- Health & Medical
- Care & Shelter
- Construction & Engineering
- Debris Management

Depending on the size of the emergency, these Branches may be further divided into divisions or groups. The level of organization will depend on the needs of the emergency, available resources and span of control.

3.0 DUTIES

The Operations Chief is responsible for directing and managing the activities of the Operations Section to:

- Assign and brief Section staff as indicated.
- Define the Operations Section organization and required response entities, and supervise its activities to ensure implementation of the EOC Action Plan.

- Assist the Planning/Intelligence Section Chief (Planning Chief) with development of the EOC Action Plan.

- Through the Action Planning process, establish Countywide strategic response objectives and priorities.

- Coordinate the activities of the various response units to ensure an effective response.

- Oversee and coordinate the activities of the Operations Branches and ensure that copies of all status and situation reports and damage assessment information are forwarded to the Planning/Intelligence Section.

- Negotiate any conflicts between responding agencies.

- Notify the EOC Director of unresolved conflicts.

- Identify resource needs to the Logistics Section Chief.

4.0 OPERATIONS SECTION FUNCTIONS

4.1 Law Enforcement & Coroner Branch

Coordinates the activities of Law Enforcement and Coroner personnel involved in response to the incident; establishes and maintains communications link with KCSO Department Operations Center (DOC); coordinates the movement/evacuation of people from hazardous or threatened area(s) to lower risk reception area(s); reviews and evaluates status reports; coordinates the collection, identification and disposition of the deceased; makes decisions regarding the deployment and allocation of available Law and Coroner resources; reviews and acts on requests for Law mutual aid from local cities and special districts; and determines when additional assistance is needed and makes request via the appropriate Law or Coroner Regional Mutual Aid Coordinator.

4.2 Fire, Rescue & HazMat Branch

Coordinates the activities of all personnel engaged in fire, rescue and hazardous materials (hazmat) response to the incident; establishes and maintains communications link with the KCFD DOC; coordinates operations associated with the location, immediate care and safe removal of endangered, trapped, and/or isolated casualties; reviews and evaluates status reports; makes decisions regarding the deployment and allocation of available Fire and Rescue resources; reviews and acts on requests for Fire, Rescue and HazMat mutual aid from local cities and special districts; determines when additional assistance is needed and makes request via the Fire Regional Mutual Aid Coordinator.

4.3 Health & Medical Branch

The Health & Medical Branch encompasses Emergency Medical Services (EMS), Department of Public Health (DPH), Environmental Health Services (EHS) and Mental Health Services (MHS).
4.3.1 **MEDICAL SERVICES**

Coordinates the activities of all public and private Emergency Medical Services (EMS) and other medical resources engaged in response to the incident; establishes and maintains communications link with EMS DOC; coordinates the transportation of casualties to receiving hospitals; coordinates the activation and operations of Field Treatment Sites (FTS); and arranges for the relocation of patients from damaged or untenable health care facilities.

4.3.2 **PUBLIC HEALTH**

Coordinates the deployment and allocation of all public and private health resources engaged in response to the incident; establishes and maintains communications link with Public Health DOC; supports response to incidents involving bioterrorism events; identifies and implements public health measures to prevent, contain and control communicable diseases, including mass prophylaxis and treatment, if indicated; provides medical and nursing support for mass care shelters and other emergency facilities as necessary; and consults with the County/Operational Area (OA) Public Information Officer (PIO) in providing public health-related information and emergency instructions to the public.

4.3.3 **ENVIRONMENTAL HEALTH**

Coordinates the deployment and allocation of environmental health resources engaged in response to the incident; serves as a first responder agency that may assist KCFD and other responders with identifying hazardous substances and mitigating the effects of toxic chemical spills and/or emissions; responds to bioterrorism incidents and incidents involving radioactive materials; ensures sanitation of food handling and mass feeding services in emergency facilities; and ensures general community sanitation measures, including potable water supplies, sewage disposal, waste disposal, vector control and garbage collection.

4.3.4 **MENTAL HEALTH SERVICES**

Coordinates the activities of all public and private mental health resources engaged in response to the incident; establishes and maintains communications link with Mental Health DOC; identifies, deploys and allocates mental health resources to address the psychological needs of victims and their families, the displaced in mass care shelters, and emergency response personnel.

4.4 **Construction & Engineering Branch**

Coordinates the countywide allocation and deployment of Resources Management Agency (RMA) (e.g., Roads, Building Inspection and Engineering & Survey Services (ESS)) resources (personnel, equipment, materials, services) and private contractors to conduct Windshield Surveys, Rapid Safety Assessments, Detailed Safety Assessments and Engineering Evaluations of roads, highways, bridges, over/underpasses, tunnels and critical facilities; establishes and maintains communications link with RMA DOC; reviews status and situation reports from the RMA DOC; determines strategies and priorities for disaster route recovery and emergency repair and restoration of critical facilities; confers
with the Debris Management Branch on debris clearance strategies and priorities; and conducts flood fighting operations, when necessary.

4.5 Care & Shelter Branch

Coordinates the activities of County, American Red Cross (ARC) and Salvation Army (SA) resources to establish and operate mass care shelters, including the provision of food, clothing, and inquiry services to reunite separated families; coordinates animal care services, including food, shelter, inquiry and reunification with owners/guardians; and coordinates with other Operations Section Branches to provide social service, nursing and mental health support and security at shelter sites, if necessary.

4.6 Debris Management Branch

During the immediate response phase, this function establishes and maintains a communications link with Debris Management staff assigned to the RMA DOC; coordinates with the Construction & Engineering Branch to compile windshield survey information, determine debris clearance strategies and priorities, and, if necessary, arrange for immediate debris clearance to facilitate disaster route recovery; and identifies and establishes temporary debris storage locations, as indicated.

5.0 CONCEPT OF OPERATIONS

To respond to disasters effectively, each person assigned an emergency management function has specific duties to complete before, during and after a disaster. These tasks are outlined in the Kern County Emergency Operations Plan (EOP), Basic Plan. More detailed information about each function in the Emergency Operations Center (EOC) is presented in this and other annexes to the EOP.

5.1 Preparedness

Preparedness actions allow staff to prepare for disaster operations, become familiar with the contents of this plan, develop and update procedures and resource lists and participate in training, drills and exercises. The duties of the assigned Operations Section Chief include:

- Participate in regular meetings of the Emergency Operations Center (EOC) staff to maintain familiarity with the role and responsibilities of the assigned EOC function and to discuss emergency management issues.

- Review the EOP, applicable department plans, standard operating procedures (SOPs), and the materials contained in this annex. Submit recommended revisions, updates and enhancements to this annex to the Kern County Office of Emergency Services (OES).

- Develop any additional information to be incorporated into the assigned annex and submit to County OES.

- Participate in training, exercises and post-exercise critiques conducted by the County OES.
5.2 Initial Response

Specific activities to be performed by the Operations Section Chief are listed in Attachment B-1-1 to this annex. The Section Chief is responsible to:

- Report to the EOC and obtain a briefing from the EOC Director.
- Determine the extent to which the Section should be activated and notify assigned staff, as indicated.
- Initiate and maintain a function log.
- Implement activities outlined in the checklist contained in Attachment B-1-1.
- Assign a Health & Medical Branch Coordinator, as indicated.

5.3 Extended Operations

- Coordinate activities of staff within the assigned Section, with other Section Chiefs, and with cities and special districts, as indicated.
- Consult with EOC Director regarding any unresolved conflicts.
- Ensure that all status, situation and damage information compiled by the Operations Branches is forwarded to the Planning Section.
- Participate in regular EOC briefings and development of the EOC Action Plan.
- Conduct Section briefings as indicated.
- Track all activities and major decisions in function log.

5.4 Post Emergency

- Close out function logs and submit to Documentation Unit to be filed in permanent incident record.
- Upon deactivation of the EOC, make notifications as indicated.
- Provide Logistics Section Supply Unit with a list of any expendable supplies to be replenished.
- Ensure that non-expendable supplies/equipment are serviced and returned to proper locations.
- Participate in EOC debriefing and critique sessions.
- Provide input to After Action Report and Corrective Action Plan.
6.0 COORDINATION AMONG EMO LEVELS

The Standardized Emergency Management System (SEMS) on the state level and the National Incident Management System (NIMS) on the national level, both based on the nationally-recognized and utilized Incident Command System (ICS), provide a standard emergency response system and organization that enhances the ability of all levels of government to work together in a coordinated manner. In California, NIMS elements have been incorporated into SEMS, and Government Code (CGC) § 8607 requires all local public agencies (cities, special districts and counties) to use SEMS at the scene of multi-agency emergencies, in Department Operations Centers (DOCs), and in the EOC.

In a major emergency, the County/OA EOC serves as the central point for coordination and communication among all local response levels, including cities’, special districts’ and school districts’ EOCs, County DOCs, the Inland REOC, and through the REOC, with state and federal agencies. At each response level, the same five major ICS management functions are employed to facilitate interagency communication and coordination - Command in the field and Management in the DOC and EOC, Operations, Planning/Intelligence, Logistics, and Finance/Administration.

6.1 City and Special District Level

Cities, special districts and school districts within Kern County’s boundaries may contact the County/OA EOC for information and/or to request assistance. Such requests are typically submitted via the County/OA EOC Liaison, or directly to the corresponding EOC Section (e.g., City EOC Operations Section to County/OA Operations Section). The Kern County/OA EOC Liaison serves as the initial point of contact for these and other external agencies. The Liaison refers requests for mutual aid to the appropriate discipline (e.g., law, fire, etc.).

Cities and special districts are asked to submit RIMS Major Incident Reports and Situation Reports to the County/OA EOC on an agreed upon schedule. In some cases, these reports will be submitted via RIMS to the County/OA EOC Planning/Intelligence Section; in other cases, verbal or facsimile reports will be submitted by the city or district EOC Director or Liaison to the County/OA EOC Director or Liaison.

6.2 Field Response Level

6.2.1 INCIDENT COMMAND

At the field level, the various response disciplines and agencies coordinate their response efforts as part of an integrated Incident Command System (ICS) organization. The Incident Commander (IC) reports status to and requests resources from the County/OA EOC Operations Section directly, or through a Dispatch Center or a DOC, which is organized around the same five SEMS management functions as the EOC.

6.2.2 AREA COMMAND

An Area Command may be established between multiple Incident Command Posts (ICPs) and the County/OA EOC. The Area Commander reports to and requests assistance from the EOC Operations Section Chief, on behalf of each ICP.
For incidents in which both the County and a city or special district have primary responsibility for some aspect of the response, a Unified Area Command would be established to oversee incidents in general proximity to each other. The Unified Area Commander coordinates with the County/OA EOC Operations Section Chief.

6.3 Department Operations Center Level

The activities of most, if not all, County field response units is overseen and coordinated by discipline-specific Department Operations Centers (DOCs). The DOCs support their field units and coordinate and communicate with the County/OA EOC via their respective representatives (e.g., Branch Coordinators) in the EOC Operations Section.

6.4 Operational Area Level

In accordance with Kern County Code, Chapter 2.66, Kern County and its political subdivisions (cities and special districts) become an Operational Area (OA) for emergency response purposes during multi-agency disaster events. The Kern County/OA EOC coordinates emergency operations and manages resources throughout the county, and serves as a communication and coordination link between all public agencies in the county and the State Regional EOC (REOC). In accordance with state and local EOPs, the County/OA EOC submits regular situation reports and requests for support and resources not available within the county to the REOC.

6.5 Regional Level

Kern County is within the State Office of Emergency Services (OES) Inland Administrative Region and Mutual Aid Region V. During incidents in which a Local Emergency or State of Emergency has been proclaimed in Kern County, the Inland Region activates an REOC to coordinate response by regional mutual aid resources. The County/OA EOC submits status and situation reports to the REOC and Operational Area Mutual Aid Coordinators request regional mutual aid from Regional Mutual Aid Coordinators or the REOC.

6.6 State and Federal Levels

Under certain conditions, such as major floods, oil spills, aircraft accidents, etc., state and/or federal agencies may deploy field response units to incidents in Kern County. At the field level, state and federal units may be found in any ICS section, branch or unit, or as part of a Unified Command (UC) structure. Reporting and coordination with the County/OA EOC follows the usual Field Level response. (It should be noted that military assets remain under the direction and control of the military at all times.)

Depending upon the nature and scope of the incident, the level of Emergency/Disaster proclaimed, and the need for multi-agency coordination, State OES and/or the Federal Emergency Management Agency (FEMA) may assign representatives to report to the County/OA EOC to provide a direct coordination and communication link. These representatives will be assigned to the Agency Representative function in the EOC Management Section.
6.7 Private and Voluntary Agencies

Private contractors and firms support specific government operations on a daily basis. During disasters, their support is often essential to an effective emergency response.

Voluntary agencies play an important role in responding to disasters of all types and levels. The agencies most involved with emergency response in Kern County are the American Red Cross (ARC), Salvation Army (SA), County Superintendent of Schools (CSOS), and Radio Amateur Civil Emergency Services (RACES). Each of these agencies responds on a countywide basis and each has a representative assigned to the Kern County/OA EOC to provide direct communications and coordination. The ARC, SA and CSOS support the Care & Shelter Branch in the Operations Section and RACES supports the Communications and Information Technology Unit in the Logistics Section.

Another community-based organization (CBO) – Volunteer Organizations Active in Disasters (VOAD) – serves as the point of contact with numerous other local CBOs and provides assistance as requested by the Personnel/Volunteers Unit in the Logistics Section.

7.0 POLICIES AND PROCEDURES

Policies and procedures associated with the Operations Section are described below. A checklist of activities to be performed by the Operations Section Chief is contained in Attachment B-1-1.

- Field operations will be organized and conducted using the Incident Command System (ICS).

- Kern County emergency management operations shall be organized and conducted consistent with the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

- When the Operational Area level of the Kern County EMO is activated, the County EOC Director will function as the Operational Area Manager and will have overall responsibility for coordinating the emergency operations of all local jurisdictions, including cities, special districts, and the county.

- Operational Area-wide emergency response priorities will be established by the EOC Director, according to the following:
  
  o Actions required to protect life safety (e.g., evacuation, medical care, shelter, etc.) will receive the highest priority for available resources.

  o Temporary restoration of facilities essential for health, safety and welfare, whether publicly or privately owned, will receive second priority for available resources (e.g., water, sanitation, power, transportation routes).

  o Addressing rehabilitation needs for temporary housing, food stamps, employment, etc., will receive third priority for available resources.
Figure B-1-2 Kern County SEMS Organization

SEMS LEVELS OF RESPONSE

- State
- Region
- Operational Area
- Local Government
- Field

State

- State Ops Center (SOC)
- State Agencies

Region

- State Region EOC (REOC)

Operational Area

- Kern Co. OA EOC
- DOCs
  - SO: EHS
  - FD: HS
  - EMS: MH
  - DPH: RMA Personnel

Local Government

- City/Special District EOCs
- City/Special District ERTs
  - Law
  - Fire
  - Haz Mat
  - EMS

Field

- Kern County Emergency Response Teams
  - Environmental Health
  - Public Health
  - Resource Management Agency
  - Mental Health

Incidents
• All on-duty employees are expected to remain on duty until properly relieved. Off-duty personnel are expected to report to work consistent with this plan and department assignments.

• Employees with pre-established emergency assignments will report to a pre-designated reporting location for the assigned shift. Those without emergency assignments will report to the usual work location for the next normally scheduled shift. If unable to reach the assigned location, employees will report to the closest local jurisdiction and attempt to contact the work supervisor to report status.

• Depending on the scope of the emergency and its impact on County operations, all EOC staff may be placed on 12-hour work shifts. Normal work shifts may resume when conditions warrant.

• Operations Section Law Enforcement, Fire & Rescue, and EMS personnel will make manpower and mutual aid requests directly to their respective Operational Area Mutual Aid Coordinators. The Logistics Section Personnel/Volunteers Unit will request non-operations mutual aid personnel from the Inland REOC.

• When the Kern County EMO Operational Area response level is activated, all requests for assistance by cities and special districts will be submitted to the County/OA EOC. Requests for operations personnel and/or equipment will be forwarded to the appropriate OA Mutual Aid Coordinator. If assistance from outside the County is required, the request will be forwarded to the Regional Mutual Aid Coordinator or the REOC, as indicated.
Initial Response (To Most Emergencies)

- Report to EOC and obtain briefing from the EOC Director:
  - Magnitude and scope of event
  - Areas of County impacted
  - Current situation and priorities
  - Actions taken
  - Local EOCs activated
  - Existing or anticipated problems/issues

- Initiate and maintain a function log. Record the following:
  - By date and time, note arrival time, decisions made, positions activated, personnel assigned to report to the Operations Chief, directions given, and actions taken
  - Information to be shared with other EOC functions
  - Items that require follow-up
  - Information/data needed for recovery operations
  - Issues that involve potential liability

- Confer with Safety Officer to develop and implement accountability and safety measures for Section staff and resources.

- Identify available internal and external communications capabilities.

- Determine the extent to which Section functions should be activated and initiate staff notification procedure.

- Assign and brief incoming staff:
  - Initial incident objectives and priorities
  - Resources deployed
  - Reporting requirement
  - Accountability and safety measures
  - Communications capability
  - Issues that require follow-up

- Assign a Health & Medical Branch Coordinator, as indicated.

- Compile status reports and safety/damage assessments from DOCs and/or Incident Commanders (ICs) and refer to the appropriate Branch Coordinator. Ensure that copies are forwarded to the Planning/Intelligence Section.
Confer with Branch Coordinators to evaluate the need for Critical Incident Stress Debriefing for emergency response personnel and arrange for debriefings through the Health & Medical Branch, if necessary.

Confer with Law Enforcement & Coroner and Fire, Rescue & HazMat Branch Coordinators to determine if evacuation or Shelter In Place of any impacted areas is warranted:

- Advise all Section staff and the EOC Director
- Identify the boundaries of the evacuation area(s)
- Designate primary and alternate evacuation routes
- Identify any need for Transportation assistance and advise the Logistics Section
- Transportation Unit
- Advise the Care & Shelter Branch of the need for shelter site(s)

Participate in regular EOC General Staff briefings.

Conduct regular Section briefings.

Participate in Action Planning meetings and provide input to the EOC Action Plan.

Monitor response activities and identify any potential issues that require prompt attention.

Monitor and supervise the activities of Branch Coordinators:

- Implement any changes needed to activities
- Coordinate the activities of all assigned resources
- Manage unresolved problems
- Ensure the welfare of the field and EOC Operations personnel

Review Operations and Planning Section status displays and identify any issues that may pertain to or affect one or more Operations Branches; provide information to appropriate Branches.

Based on the situation as known or forecast, determine likely future Operations Section needs.

Determine status of transportation system into and within the affected area in coordination with the Transportation Unit of the Logistics Section. Identify schedule and priorities for disaster route recovery and advise Branch Coordinators.

On a routine basis, report information about activities, events and occurrences to the EOC Director.

Extended Operations

Work closely with the Planning/Intelligence Section Coordinator in the development of the EOC Action Plans.

Work closely with each Branch Coordinator to ensure that Operation Section objectives as defined in the current EOC Action Plan are being addressed.

Identify any need for Staging Areas:

- Identify appropriate location and advise Branch Coordinators
- Assign and brief Staging Area Manager
- Identify number and type of resources to be assembled
- Advise the Logistics Section of resource needs

- Confer with Branch Coordinators to evaluate resources and determine which resources may be released for re-assignment.

- Make sure that all contacts with the media are fully coordinated with the County/OA Public Information Officer (PIO).

- Upon EOC deactivation, make notifications in accordance with Deactivation Procedure.
  - Supervise demobilization of Operations personnel, including storage of supplies.
  - Provide Logistics Section Supply Staff with a list of supplies to be replenished.

Post-Emergency

- Assign staff to assist at Local Assistance Center(s) (LAC) and Disaster Recovery Center (DRC), if necessary.

- Provide Logistics Section Supply Staff with a list of supplies to be replenished.

- Submit log and other emergency-related documentation to Planning/Intelligence Section Documentation Unit.

- Submit Expenditure Tracking and Timekeeping forms to Finance/Administration Section.

- Participate in post-emergency debriefing and critique session.

- Participate in After Action Report and Corrective Action Plan meetings.

- Revise and update emergency plans and procedures to reflect lessons learned from the incident.